

010093

Information Technology Initiatives & Inventory Report

R E C E I V E D

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**2002-03
Minnesota
Biennial Budget**

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Letter from the Commissioners


This report is a joint product of the departments of Administration and Finance to comply with separate requirements to report on the technology initiatives submitted in the Governor's 2002-03 budget and to provide an inventory of the state's information technology.

The Department of Finance was required in the Laws of 1999, Article 1, Section 14, Subd. 3, to submit a budget book containing all of the administration's technology initiatives. Also required were an inventory of state-owned and leased technology, a projected replacement schedule and an explanation of how the technology fits into the state's master plan.

The Office of Technology was also asked to provide similar information to the legislature. Since its inception, with the submission of each biennial budget, OT has produced a book detailing each technology initiative. OT is also required to conduct a comprehensive review of information systems at least every three years (M. S. 16E.04, Subd 2(g)). The last report was completed in 1997. This book coordinates the responses of the two agencies to these requirements.

We believe that the projects and process described in this book will advance the state's technological capabilities and productivity, and we look forward to discussing them with you in the coming months.

David Fisher



Commissioner
Department of Administration

Pamela Wheelock



Commissioner
Department of Finance



OVERVIEW

There has been a substantial shift in the way state organizations are using and promoting technology. The Office of Technology will provide leadership and project management expertise to ensure that technology projects provide the best bang for the buck and come in on time and on budget. Agencies are learning to work together to develop technology systems that are enterprise-wide rather than agency-specific. More importantly the emphasis is moving away from "quick fixes" and toward solutions that produce well-articulated results and improved services for citizens.

Technology Leadership

We must ensure that decision-makers, both in the executive branch and in the legislative branch have access to the expertise they need to make smart technology decisions. We must also provide a central point through which each technology initiative can be scrutinized to ensure it meets high standards. Each project must have been designed from an enterprise-wide view to avoid duplication and redundancy. New systems are not made to fit the old business practices--rather the day-to-day procedures must be reworked to provide new efficiencies. An up-front risk assessment for each project must be completed to ensure its' viability.

- Each agency is now required to produce a technology business plan or Strategic Information Resource Management Plan (SIRMP). Designed to be living documents, these plans are the basis for how agencies use technology to further their business objectives. Proposed IT initiatives must come from these plans. These documents are submitted to the Office of Technology and are used as reference points in agency/OT discussions.
- The proposed Technology Enterprise Fund is a creative way of funding technology innovation, and promoting "out of the box" technology solutions to meet new business challenges.
- Collaboration initiatives like CriMNet and North Star promote cooperation and coordination between state agencies. Also, joint efforts between state government, the University of Minnesota, the Minnesota State Colleges and Universities, and K-12 education are being implemented. All of these enterprise-wide projects prove that collaboration is key to providing potential economies of scale.

State as an Enterprise

We must look across state agencies and at times, across levels of government, to help ensure that our systems can talk to each other, our architecture is standard and our goals compatible. We must ensure that our systems are geared to providing citizens with the level of service they require in a manner that is accessible, practical, and helpful. This way of thinking will help save dollars by eliminating redundant systems and wasteful duplication of information and systems.

- CriMNet is a prime example of an enterprise-based solution to meet a business need. It joins not only state organizations in a collaborative effort, but partners with county and local agencies in an effort to improve access to information and coordination of criminal justice operations.
- Electronic Government Services (EGS) projects also reflect the enterprise approach. These initiatives are key components in the state's overall technology strategy. Online projects like the Department of Public Safety's license tab renewal have led the way for other agencies to develop systems and processes that offer Minnesota citizens services 24 hour, seven days a week. Technology components used in developing these processes can often be reused or shared, again creating the potential for economies of scale. The Governor's budget includes several key EGS projects.
- Investments in enterprise-based solutions require an effort to build an overall architecture, to allow these agencies and organizations to communicate, transact business, and process data efficiently. Many initiatives have been proposed to contribute to this architecture, in order to meet specific business needs. For example, the Department of Administration's IT Architecture, and Nursing Board's EGS initiative (included within the small agency infrastructure initiative) both support online opportunities.



Outcomes and Results

We need to use technology to achieve the desired results of individual agency programs, rather than seeing technology as an end in itself. It is no longer enough to "just" solve the problem or tout how powerful a system is. Agencies have to be able to define specific outcomes that lead to more efficient business practices and processes. Business processes should be evaluated to ensure that technology is used to obtain productivity improvements and labor savings.

- **Re-engineering.** Many of the projects identified have a re-engineering component. It is essential to re-engineer critical business processes before technology is applied, or the business value and productivity improvements are not necessarily realized. Several larger initiatives will undergo significant re-engineering before technology development begins. This includes systems or program design and analysis of opportunities to share systems with other agencies. The agencies involved in these initiatives include Administration, Human Services, Public Safety, Transportation, and Economic Security.
- **Project Management.** Many proposed initiatives will require a complex, collaborative effort, often between vendors and state employees. Assessments of implemented initiatives now include identification of project managers and a defined project management process.

IT INITIATIVE EVALUATION PROCESS

The Office of Technology (OT) initiative review process included an assessment of each IT initiative over an eight month period. As required by M.S.16E.01, OT reviewed "...state agency and intergovernmental information and communications systems development efforts involving state or intergovernmental funding, provide information to the legislature regarding projects reviewed, and recommend projects for inclusion in the governor's budget under 16A.11."

OT and Finance worked cooperatively in this endeavor. Initiatives were evaluated, ranked and sorted based on criteria so that a balanced examination and recommendation was developed for the Governor's budget.

Process Timeline

OT's initiative evaluation process began in April 2000, as agencies were asked to participate in workshops designed to create Strategic Information Resource Management Plans, or SIRMPs. Agencies submitting initiatives were required to have a SIRMP and include information about potential initiatives in the SIRMP. Business goals identified in these agency plans often formed the basis for IT initiatives. Final SIRMPs were due to OT by September 15, 2000.

In September, the agencies began to submit IT initiatives. OT had a deadline of early October to enter first evaluation information into the Biennial Budget System. OT began the process of matching initiatives to SIRMPs. Over the next two months, OT began to evaluate, rank and sort the initiatives. Along the way, initiatives were added, dropped, changed, and combined; each change required additional attention from OT to ensure the initiatives were completely evaluated. December was primarily a time to clarify proposals and provide further analysis as was requested. By the end of December the evaluation was complete.



Process Methodology

The criteria the Office of Technology applied was established to ensure that:

- Business needs drive technology and not the other way around;
- Projects would be successful--that agency staff had the resources to complete the project on time and on budget; and
- The project is appropriate for the state, that there is not a better way to do it, that it is not duplicative or redundant to existing systems.

The criteria included the following issues and questions:

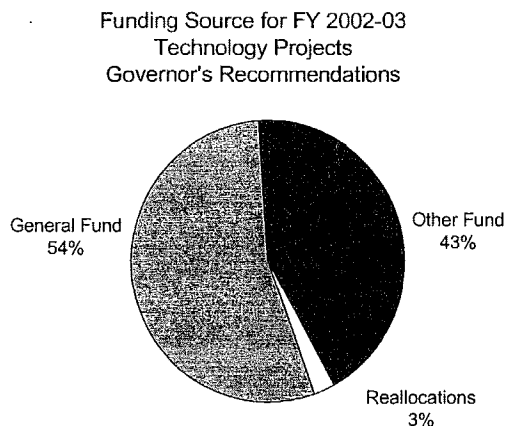
- Critical success factors.
- Type of initiative - (EGS, Big Plan, Collaborative, Maintenance, etc).
- Was the initiative new funding or maintenance/continuation?
- How did it meet different components of the Governor's Big Plan?
- Did the agency/board produce a SIRMP?
- Was the initiative included in the SIRMP?
- Required compliance to legislation or established standard.
- Whether the initiative improves customer service.
- Does the initiative have a re-engineering process?
- Has a risk management process been applied to the initiative?
- Does the initiative support the agency's or state's growing technological enterprise?
- Is the initiative creatively funded or a reallocation of funds?
- Does the agency have a credible past performance?
- Will the initiative take one year or less to complete?
- Are there measurable performance criteria by which the initiative can be evaluated?
- Was the cost in line with the results?
- Was the initiative part of a bigger funding model? (e.g. - Small Agency Infrastructure)

Results of the OT Review

OT is responsible for reviewing all agency IT initiatives. For the 2002-2003 biennium, 84 initiatives, totaling \$192 million, were reviewed. After a careful evaluation, 65%--43 projects--were included in the Governor's recommended biennial budget for FY 2002-03.

In all, the Governor's budget includes \$102.7 million in recommendations to enhance and improve our technology investments. With these recommended investments, citizens will be better able to access services and information about their tax dollars and public servants will be better able to do their jobs.

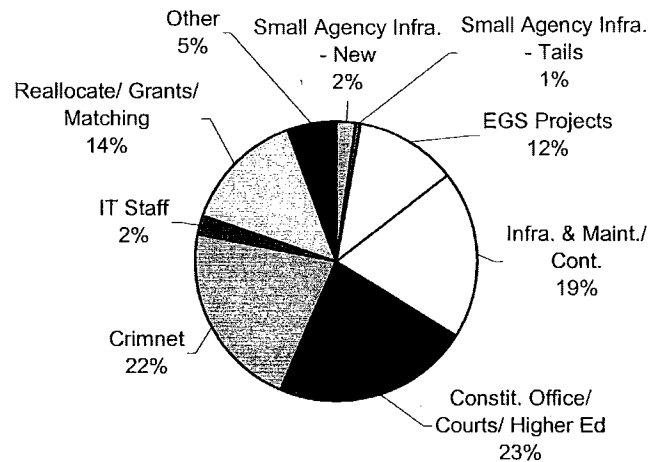
The following chart illustrates the financing for the Governor's recommendations.





The following 2 charts illustrate the Governor's recommendations as broken down into categories. They illustrate which categories the 43 projects fall into and the percentages each represents.

Investment Categories (Percent of Dollars)



Investment Category Breakdown	2002-2003	(Dollars in Thousands)		
		# Projects	% Projects	% Dollars
Small Agency Infra.- New	\$2,668	1	2%	2%
Small Agency Infra. – Completion	\$786	8	19%	1%
EGS Projects	\$14,487	6	14%	12%
Infra. & Maint. / Cont.	\$23,891	4	9%	19%
Constit. Office / Courts / Higher Ed	\$27,956	6	14%	23%
CriMNet	\$27,000	6	14%	22%
IT Staff	\$2,844	4	9%	2%
Reallocate / Grants / Matching	\$17,526	6	14%	14%
Other	\$6,770	2	5%	5%
Total Funds Proposed	\$123,928	23	100%	100%

Project Descriptions

GENERAL REQUESTS

Administration IT ARCHITECTURE

Governor's Recommendation: \$300,000

Description: Develops a statewide framework or "blueprint" of principles, best practices, and standards that will govern the design, construction, deployment, and management of enterprise-based information systems. An information technology (IT) architecture will provide a "road map" to the state's current and future technical direction. It will help state agencies share information electronically and make it easier to select products that work together. It will also leverage technology investments and help establish and communicate technical standards and guidelines across the state.

Results: This initiative will ease the exchange of data between agencies, lower up front purchasing costs and ongoing expenses for training, shared components, diagnosis, and administration. Further, a smaller, consistent array of products will simplify systems, performance, and configuration management and security. It will enable effective and efficient software distribution, backup and recovery, capacity planning, and systems software support.

OT Analysis: This initiative meets IT criteria for funding.

NORTH STAR ENTERPRISE PORTAL

Governor's Recommendation: \$1 million

Description: Provides Internet services to citizens including general information and secure on-line transactions, state agency directories, on-line forms, and custom searches. It also provides Extranet services to state agencies and partners such as the Journey 2000 Project. This initiative will update the North Star portal so that it is capable of sustaining high quality, secure services to citizens over the Internet as the percentage of on-line business with the state increases.

Results: Allows the development of a more robust portal design that will service an increasing number of citizen "hits" and address the demand for more complex transaction-based content,

including interactive financial and other secure transactions. More complex and visually appealing audio-visual content delivery, navigation assistance, interactivity and expanded search capabilities will be developed to address the sophistication now expected from web site visitors. For example, the number of "hits" by citizens for on-line motor vehicle registration is growing exponentially since inception of the service in December 2000.

OT Analysis: This initiative meets IT criteria for funding.

TECHNOLOGY ANALYSTS

Governor's Recommendation: \$864,000

Description: Additional technology analysts (TAs) would be responsible for coordination, review, and collaboration among state agencies with regard to IT initiatives for the implementation of legislative and administrative charges to the office and for developing recommendations to the commissioner and the governor for IT activities. TAs provide the coordination and review of how IT is used in state government.

Results: TAs will provide the link between agencies and the technology experts in the Office of Technology. They will help agencies identify technology integration and collaboration opportunities between and among agencies. The focus of their work will be on outcomes and results for technology initiatives. TAs will provide the project management leadership and enterprise-wide view that will assure success.

OT Analysis: This initiative meets IT criteria for funding. This initiative would increase the technical capacity of OT.

SMALL AGENCY INFRASTRUCTURE

Governor's Recommendation: \$2.668 million

Description: Provides small agencies with a funding stream for basic technology infrastructure needs, Electronic Government Services, maintenance, support, and related activities. The appropriation for this initiative would initially be assigned to OT. OT would work with the specified agencies to develop effective and efficient work plans. Once the plans are complete OT will transfer funds to the eligible small agencies. Base funding in future budgets would be directly appropriated to the small agency.



Results: Enables small agencies to meet the growing demand for providing government services electronically, to develop technology to streamline business processes, and to maintain current systems and will ensure that they receive assistance implementing their technology initiatives. It will also reduce the need for individual small agencies to request additional funding each biennium to support agency infrastructure. Individually, each of these agencies lack the budget and resources necessary to address the efficient analysis of IT needs and funding.

OT Analysis: This initiative meets IT criteria for funding. OT will work collaboratively with the agencies involved to build a basic, maintainable infrastructure.

TECHNOLOGY ENTERPRISE FUND

Governor's Recommendation: \$1 million and dedicating selected revenues.

Description: Establishes a new fund through which certain statewide enterprise level projects would be funded. The fund would be under the oversight of the Office of Technology and a Technology Enterprise Board comprised of elected officials, agency staff, and private sector representatives. Funding through this mechanism would enable agencies to fund projects when they are needed and encourage agencies to strategically plan for IT needs.

Results: Promotes IT projects and telecommunications service delivery at the statewide level so that the state's investment is viewed as a shared "enterprise." The TEF would promote agency cooperation and innovation, since the criteria for project selection includes the achievement of breakthrough improvements in efficiency and statewide implementation. Technical infrastructure/ architecture to support universal citizen access would be provided. The Board will advise and report on development and implementation of the state's telecommunications strategies through the department's InterTechnologies Group, and on the enterprise delivery of IT.

OT Analysis: This initiative meets IT criteria for funding.

UNEMPLOYMENT INSURANCE PROJECT MANAGEMENT

Governor's Recommendation: \$300,000

Description: Joint study by the Office of Technology and the Unemployment Insurance (UI) Branch of the Department of Economic Security to prepare for the development of a \$30 million systems project. The product would be a study of current business processes within the UI Branch and an analysis of the best methods of utilizing current and future technology to capture productivity improvements and potential labor savings. A key component of the analysis is ensuring that technology enhancements will mesh with technology being used in other agencies of the state, particularly the Department of Human Services and the Department of Revenue. (See Economic Security, Unemployment Insurance Set Aside project.)

Results: Develops a project plan for the modernization of the UI systems, leading to the development of a new system able to interface with other state agencies. The objectives of the project are to review the business processes and improvement opportunities, assess the legacy UI systems and database, develop a plan for renovation and modernization, and provide a plan for renovating and converting core UI systems.

OT Analysis: This initiative meets IT criteria for funding.

Agriculture

COMPLIANCE ENHANCEMENT - PROJECT UNITY

Governor's Recommendation: \$1.25 million

Description: Develops a comprehensive Compliance Enhancement System that will enable the department to improve its regulatory inspection functions and provide citizens, state and federal agencies, and others with remote access to information. This is the third part of a three-part department-wide information management initiative tying together licensing, laboratory analysis, and inspection information. It will include clientele listings, inspection history, laboratory analyses, and licensing status. This will replace outdated stand-alone systems that are unable to provide information across divisions, requiring users to seek information from multiple sources.



Results: Adds inspection data to other licensing data and laboratory data already maintained in a centralized database. This addition will provide office/field staff a more current and complete report of past/current activities, findings, and correspondence that will improve service. This information will also be accessible to citizens, state agencies, and other governmental units.

Completion of the Compliance Enhancement System will allow for greater collaboration between divisions and increased efficiencies in daily operations. Comprehensive data available on the Internet will also be available in a format that can be viewed, downloaded quickly and used immediately.

OT Analysis: This initiative meets IT criteria for funding. Development needs to occur in collaboration with statewide EGS efforts.

Economic Security

UNEMPLOYMENT INSURANCE SET ASIDE

Governor's Recommendation: \$8.3 million

Description: Enhancements that would join DES systems with the department of Revenue to allow employers single point access to pay both their unemployment tax and their withholding tax obligations. Additionally, this initiative will provide funding for voice recognition technology that will streamline the benefit application and biweekly continued request processes that are now done over the telephone. Project design will be conducted in coordination with the Office of Technology. (See the department of Administration, UI Project Management.)

Results: Simplifies and streamlines the process by which employers and employees interact with the UI program. It will also significantly improve efficiency within the agency.

OT Analysis: This initiative meets IT criteria for funding.

Employee Relations

IMPLEMENTATION OF SELECTION & HIRING REFORM PROJECT

IT Portion of Governor's Recommendation: \$326,000 of \$843,000

Description: Converts the state's current system for staffing job vacancies from one based on generic requirements for job classifications to one based upon position-specific requirements. The new selection system was funded as a pilot project during FY 2000-01. The agency would purchase a web-based system to be used on-line by state agency human resources staff and job seekers. In addition, the IBR system will be redesigned to include all current state vacancies and allow job seekers to apply by phone.

Results: Eliminates the current requirement that job seekers reapply for every job in which they are interested by allowing one resume/application to serve these purposes. Implementation of the project will reduce the time currently required by agency managers to fill positions by one-third, while still complying with all legal and union requirements

OT Analysis: This initiative meets IT criteria for funding.

INSURANCE BENEFIT SYSTEM UPGRADE TO SEMA4

Governor's Recommendation: \$5 million

Description: Upgrades the existing statewide human resource and payroll system (SEMA4) to incorporate employee insurance and benefit administration and tracking. The project was begun in FY 2001 and financed by existing resources from the State Employees Insurance Fund.

Results: Completion of this project in FY 2003 will enable DOER to more effectively and efficiently manage the system.

OT Analysis: This initiative meets IT criteria for funding.

Higher Education Services Offices

MINITEX LIBRARY SERVICES

MINITEX

Governor's Recommendation: \$3.525 million

Description: Enables MINITEX to better respond to the increased demand for items exchanged or shared by academic and state agency libraries. The funding would be used to purchase equipment and software to expand the electronic delivery of materials to more libraries, to expand a pilot project in which MINITEX will send electronic



copies directly to the library patron, and to increase access to online resources. It will provide grants to fund the purchase of more equipment and software to expand the electronic delivery of materials to more libraries.

Results: Benefits patrons not located near major library resources. It would support distance learning and help overcome the disadvantages communities in dispersed regions face in maintaining a continuously educated workforce.

OT Analysis: This initiative meets IT criteria for funding. This is an example that other agencies can use for aggregation of services. Biennial report documenting savings is requested.

Human Services

ELECTRONIC GOVERNMENT SERVICES

Governor's Recommendation: \$7.142 million

Description: Enhances Electronic Government Services (EGS) that DHS has already established, moving its internet site beyond a static site to one that is transaction-capable, allowing full interactive services. Services that are currently paper-based will become available on the Internet. With this proposal the technology platform to actually exchange secure EGS transactions will be put in place. This EGS system would be complementary to the state's web site (North Star) to take advantage of the shared functionality of that system.

Results: Uses technology to increase and improve access to DHS. Minnesota government will become more accessible to citizens by offering secure, direct, and immediate access to human services programs through web technologies. Access to web based services will reduce the access disparity for rural citizens, those living with disabilities, and Minnesotans whose work schedules make accessing government services during normal business hours difficult or impossible. More transactions will take place electronically, saving the department and taxpayers the cost of manual transactions.

OT Analysis: This initiative meets IT criteria for funding. Re-engineering of processes is required. Development needs to occur in collaboration with statewide EGS efforts.

HEALTH DATA SECURITY

Governor's Recommendation: \$6.470 million

Description: Enables DHS to comply with the federal Health Insurance Portability and Accountability Act (HIPA) as it applies to new data privacy standards for all DHS data systems. Entities not adhering to these new standards will be effectively unable to do business electronically within the health care industry, and inadequate implementation may lead to legal liabilities and possible federal sanctions.

Results: Ensures that: there are appropriate protections for personal data on individuals; information will be available to providers and payers to help ensure effective and efficient service delivery; Federal compliance will be maintained; the privacy of Minnesota citizens health information will be protected; and DHS will be able to continue to conduct electronic business with health care providers.

OT Analysis: This initiative meets IT criteria for funding. Re-engineering of processes is required. Compliance with federal requirements will help to avoid possible federal sanctions.

Minnesota Planning

INFORMATION TECHNOLOGY INTEGRATION

Governor's Recommendation: \$180,000

Description: Creates and maintains an information technology unit, headed by a CIO, who will oversee implementation and updating of the Strategic Information Resources Management Plan, redesign and implementation of the agency's web site and databases, technology planning, purchasing and computer support services. The intention is that both positions will be shared with another state agency not requiring full-time CIO or web staff.

Results: Enhancement and expansion of Planning's web site will strengthen the ability to coordinate projects across state agencies and among different levels of government and to deliver the data and information necessary for informed planning and decision making by elected officials and the public. It will also allow improved and more consistent policies and procedures for systems administration and security, IT purchasing, computer and network use, Internet use, user support, applications development, database design and the ability to



provide 2000 Census and future annual American Community Survey data on-line and in useful formats.

OT Analysis: This initiative meets IT criteria for funding.

Natural Resources

SUB-REGIONAL CONNECTIVITY AND SOFTWARE ENGINEERING SERVICES

IT Portion of the Governor's

Recommendation: \$2.29 million of \$4.334 million

Description: Multi-faceted project with two IT components: the first part, Sub-Regional Connectivity (\$390,000), connects field offices to DNR network. The second part, Software Engineering Services (\$1.9 million), is to hire technical staff to design and build internal data collection systems.

Results: Sub-Regional Connectivity would give managers fast, reliable, and continuous access to information resources within the DNR, other agencies, and on the Internet. They would also be able to provide information about their own resources and management activities in a fast and reliable manner. Field managers would be able to collaborate much more quickly and conveniently with other DNR managers as well as outside partners by using e-mail.

Software Engineering Services would result in the DNR having a trained and experienced Information Technology staff to maintain existing databases and applications and develop new ones. The department will gain an integrated, streamlined Revenue Management System that will efficiently and effectively manage income across all revenue producing activities. DNR would have an integrated Forest Management System that will contribute to achieving the department's forest resource goals. It would also enable the DNR to begin building an integrated State Land Records system that will enhance the ability of the DNR divisions to manage state land; answer questions on Con-Con Lands, manage PILT payments and other financial responsibilities.

OT Analysis: This initiative meets IT criteria for funding.

Pollution Control Agency

BASIN MONITORING INFORMATION

IT Portion of the Governor's

Recommendation: \$610,000 out of \$1 million

Description: Reallocates existing funds so that the agency can monitor streamflow and chemistry in areas of the Mississippi River for which such data does not currently exist. The main thrust of the initiative is to make water information that is collected for this area more readily accessible. This would include data analysis, presentation, and delivery.

Results: Provides a more comprehensive picture of water quality in the Upper Mississippi River Basin through the collection of information needed for the development of the area. It would also give customers access to Internet maps and related water quality information and foster coordination of water program monitoring between state and local governments.

OT Analysis: This initiative meets IT criteria for funding.

Public Safety

DRIVER AND VEHICLE SERVICES

TECHNOLOGY IMPROVEMENTS

Governor's Recommendation: \$3.645 million

Description: The three major components of this project are designed to enhance the services Driver and Vehicle Services provides its constituents. The first is improvements to the technology used at the driver exam stations. Much of the current equipment is obsolete and no longer maintained by its original vendors. New testing equipment will be purchased and a paper-less driver application processing system will be developed. The second component is the implementation of a new telephone system for DVS customers. This systems will include an 800 service available to all Minnesota citizens; upgrades to the current phone system are needed since about 65% of all attempted calls to DVS for information or service during normal business hours are met with a busy signal. The final component is the expansion of business-to-business links so that the flow of information between DVS and its business partners can be done electronically.



Results: Enhancements that increase the service DVS provides the citizens of Minnesota and business partners - financial institutions, insurance companies, auto dealers, law enforcement and deputy registrars. This initiative will dramatically improve the service to rural Minnesota.

OT Analysis: This initiative meets IT criteria for funding. OT supports funding if substantial re-engineering of business process occurs, and EGS components of this initiative are developed in collaboration with statewide EGS efforts.

Revenue

REENGINEERING COMPLETION

Governor's Recommendation: \$5.4 million

Description: Completes the implementation of the individual income tax reengineering project. This project was partially funded by the legislature in 1999 and 2000. The existing appropriation of \$12.6 million allows DOR to replace the fragile computer system, but only minimally improve processing and taxpayer data. This additional funding will add a scanning and imaging component to capture additional data, accurately and electronically. Scanning will enable DOR to process income and property tax refunds more quickly, and will markedly assist DOR in undertaking additional compliance activities.

Results: Allows all return information to be available within 14 days of receipt. All filers and non-filers will be evaluated so that DOR can identify the most appropriate and effective compliance activities. It will allow the agency to provide feedback to those taxpayers requiring it before the next filing. Information critical to identifying a taxpayer will be correct when the return is entered into the system. All return information will be captured accurately and mathematical computations will be validated during processing.

OT Analysis: This initiative meets IT criteria for funding.

Transportation

COMMERCIAL VEHICLE INFORMATION SYSTEMS

Governor's Recommendation: \$1 million

Description: Re-engineers the Commercial Vehicle Operation (CVO) regulatory process and significantly improve delivery of services. MnDOT has developed a revised "commercial vehicle operations" plan that will be implemented through a partnership between the department of Transportation and Public Safety. Each part of this plan is designed to promote CVO safety or to produce significant business process re-engineering or automation resulting in improved, cost-effective, streamlined methods of delivering government products and services to motor carrier customers.

Results: The broad outcome of the CVO plan is to promote safety, simplicity, and savings. Safety outcomes and measures would be aimed at reducing the number and severity of commercial vehicle crashes, incidents, or serious violations. Simplicity measures would be aimed at quantifying the number and type of products and services that are available electronically together with the amount customers use and are satisfied with those services. Additional outcomes and measures would be aimed at quantifying savings to agencies and motor carriers.

OT Analysis: This initiative meets IT criteria for funding. Development of the EGS components needs to occur in collaboration with statewide EGS efforts. Re-engineering of processes is required.

GEOGRAPHIC INFORMATION SYSTEMS INTEGRATION

Governor's Recommendation: \$1.5 million

Description: Enhances and expands the use of Geographic Information Systems (GIS) so that MnDOT can integrate and share environmental, land use, traffic, right-of-way, cultural resource, and numerous other types of data. It will improve the planning, design, construction, and maintenance processes. An increasing number of agencies and industries are moving towards GIS to integrate and analyze large volumes of data to improve their planning and production processes. Since most of MnDOT's data has a location component, GIS is evolving into an essential core technology.

Results: Meets customer needs in several ways: provides technical and ongoing training; makes GIS tools available to access, analyze, model and map business data; helps to acquire, prepare and manage large GIS data sets; and finally it help



improve coordination and sharing of information with external customers.

OT Analysis: This initiative meets IT criteria for funding.

INFORMATION TECHNOLOGY DEVELOPMENT

Governor's Recommendation: \$4 million

Description: Funds are for IT projects which support the agency's comprehensive IT plan. This plan supports the planning and delivery of the multi-modal transportation improvement plan and electronic delivery of services to citizens. The department is working to deliver a substantially larger transportation improvement program. MnDOT's information resource investment plan includes many projects that will improve the quality of transportation plans and transportation projects and shorten program delivery cycle times. The central infrastructure for an enterprise document management system and implementation of automated document management will be installed in three to five areas where a bottleneck or inefficiency in program delivery exists. This project includes a re-engineering component, calling for the department to consult with OT and the InterTechnologies Group of the Department of Administration to find ways to share existing network systems and expenses with other agencies, while achieving the stated transportation objectives.

Results: Projects covered by this request will achieve a variety of results. The quality, timeliness, and availability of traffic data will be enhanced, providing a broader and more comprehensive view of traffic patterns to MnDOT's districts, local governments, metropolitan planning organizations, and others. Significantly more data about the movement of freight commodities will be generated so that multi-modal investment decisions will improve and to better serve the freight shippers and carriers. Collaborations with other state agencies will help maintain cost-efficiencies.

OT Analysis: This initiative meets IT criteria for funding. Development of EGS components needs to occur in collaboration with statewide EGS efforts. Funding support for critical business systems is needed. Re-engineering of processes is required. MnDOT, DHS, and Revenue must

find ways to combine workflow and imaging systems.

INFORMATION TECHNOLOGY INFRASTRUCTURE

Governor's Recommendation: \$13.2 million

Description: Funds the maintenance and replacement of the agency's IT infrastructure, particularly network components, and improves efficiency and coordination of MnDOT's networks.

Results: MnDOT has made extensive investments in IT infrastructure components. This request will enable the agency to maintain its investment in technology and provide them a platform from which to build a technological capacity for future service. Collaborations with other agencies will also help maintain cost-efficiency.

OT Analysis: Funding is recommended to replace aging technology infrastructure.

ONLINE AIRCRAFT REGISTRATION

Governor's Recommendation: \$450,000

Description: Establishes the capability for aircraft owners to electronically submit the required documentation to register their aircraft and to pay their registration fees on-line.

Results: Enables Minnesota aircraft owners to register electronically, saving them money and allowing access to this government service at a time of day convenient to them.

OT Analysis: This initiative meets IT criteria for funding. Development of EGS components needs to occur in collaboration with statewide EGS efforts.

THE CRIMNET PACKAGE

The vision of CriMNet is "to create integrated, cross-jurisdictional information systems where a common set of accurate, precise, complete, and comprehensive adult and juvenile system data is collected, processed, shared and evaluated in a timely manner." The lack of shared accurate, and accessible data currently hampers the operation of the justice system and impairs public safety. A few examples of problems caused by this lack of shared data include:



- Repeat offenders are not charged or sentenced appropriately because courts are not aware of prior offenses
- Probation violations not reported to corrections authorities because police are not aware of the person's probationary status
- Police officers allow wanted criminals to drive off after a routine traffic stop because systems are unaware other arrest warrants
- Wanted criminals escape detection because their identification records are not adequately cross-referenced with known aliases.

With hundreds of individual offices involved at the state and local levels including police, sheriffs, courts, prosecutors, public defenders, jails, prisons, the BCA, State Patrol, and others, the challenge of merging the information and making it accessible is significant. The CriMNet initiatives are designed to advance this effort in a meaningful way.

Administration

CRIMNET - INTEGRATION BACKBONE DEVELOPMENT

Governor's Recommendation: \$4 million

Description: The CriMNet integration backbone is the criminal justice technology "search engine" that will find the right criminal justice information at the right time for use at the right place. This initiative funds the planning, design and early implementation of the integration backbone, and puts in place an organization to support the backbone technology once it is implemented. In addition to technology, the backbone includes policy, standards, and processes for criminal justice entities to work together. This backbone will use systems and synergies already existing or implemented in the MnNET statewide network.

Results: The integration backbone is the key statewide technology that will make the sharing of criminal justice information work. The backbone includes the "search engine" or user interface that will allow the users in criminal justice agencies to link with statewide data or other systems to provide needed information, and increase technical capacity to handle large volumes of data.

OT Analysis: This initiative meets IT criteria for funding. The CriMNet initiative is a large and complex undertaking, including state, county, city

and local government. Standards must be developed and strongly adhered to.

CRIMNET - Supreme Court Operations

Agency Request: \$20 million

Governor's Recommendation: \$15 million

The additional \$5 million requested by the Courts is recommended by the Governor for the 2004-05 biennium.

Description: Significantly implements the new MN Court Information System (MNCIS). This system will address core operations that support core business functions related to an entire major business function, i.e. adjudication. The project effort will be conducted in a manner that furthers organizational and community values, including: equal and timely justice; accountability to the public and decision-makers; customer access to services and ease of use of judicial systems; accountability for record keeping on a state and national basis; and policy implementation. This cornerstone project also will be the first rollout of the integrated statewide application and will use and further develop the CriMNet integration enterprise architecture.

Results: Improves the court's ability to manage cases and be accountable for following legislative policy, especially in criminal cases and cases involving children in need of protective services (CHIPS), extended juvenile jurisdiction (EJJ), and adult certification cases. It will significantly improve means for collecting, storing, retrieving, tracking, reporting, and electronically sharing trial and appellate court case information with other agencies for reuse in the criminal justice community. It will also provide better public access to court records and improved interfaces with other agencies.

OT Analysis: This initiative meets IT criteria for funding. The initiative will modernize the way courts do business. The CriMNet initiative is a large and complex undertaking, including state, county, city and local government. Standards must be developed and strongly adhered to.

Corrections

CRIMNET

Governor's Recommendation: \$1.5 million

Description: This part of the collaboration effort seeks to ensure state information requirements



and standards are created, maintained, and followed by local jurisdictions. This funding will enable the department to provide law enforcement and other criminal justice professionals with accurate, timely and complete information on offenders that are either under supervision or incarcerated. It will also ensure coordination and compatibility with all other justice databases being developed, and with Department of Administration standards and guidelines.

Results: Reduces redundancy of local and state systems collecting information on offenders under supervision. This effort will also increase the safety of police officers on the streets by providing them with timely, accurate and complete information on suspects who are under supervision in Minnesota.

OT Analysis: This initiative meets IT criteria for funding. The CriMNet initiative is a large and complex undertaking, including state, county, city and local government. Standards must be developed and strongly adhered to.

Public Safety

CRIMNET - INTEGRATION ANALYSIS & OPTIONS

Governor's Recommendation: \$3 million

Description: Makes grants available to counties and cities to plan for, develop, and implement criminal justice integration within their jurisdictions. Funds will be granted to smaller and medium-sized communities for planning and analysis to ensure consistency of local systems designs with the state models and standards, and to prepare for implementation. Also, this initiative will provide resources to explore options for the most effective methods to implement integration throughout Minnesota, possibly ranging from more centralized provision of statewide systems that all local agencies would use to decentralized, locally designed systems that would link with the state CriMNet backbone.

Results: Additional grant funds will allow the state to test the applicability of the statewide CriMNet architecture to smaller counties and help them prepare for integration. The state will also have more information on possible approaches and solutions to statewide criminal justice data integration.

OT Analysis: This initiative meets IT criteria for funding.

CRIMNET - STAFF

Governor's Recommendation: \$1.5 million

Description: Provides staff to support the integration of criminal justice information in Minnesota. These new positions are to ensure the ability to manage, maintain, and move criminal justice information integration forward throughout all criminal justice entities throughout the state. The positions will include a manager, an administrative support person, communication and web specialists, business analyst, two technical analysts, and a data modeler.

Results: The goal of CriMNet is to ensure that the right criminal justice information will be shared at the right time and at the right place. The project team will work to maintain the enterprise architectural model that is defined through the five CriMNet models: technology, data, process, organization, and motivation. The team will also be responsible for maintaining the statewide standards.

OT Analysis: Approve funding to support the further development of the CriMNet staffing.

CRIMNET - SUSPENSE FILES

Governor's Recommendation: \$2 million

Description: Helps alleviate the "suspense file" problem with the Minnesota Computerized Criminal History System (CCH). Current estimates are that 50% of court disposition data currently goes into the suspense file. This is a file that contains court charges that cannot be matched to a criminal history record. Without such a match, entities making an inquiry of the CCH system will not receive all of the data that is on an individual's record. This causes decisions to be made without all pertinent information, ultimately causing inappropriate sentencing or flawed background checks. This effort will investigate the causes of the current data problems with the system, and will implement changes in state and local criminal justice agency business practices needed to improve the accuracy and completeness of the information.

Results: The goal of this effort is two-fold: to reduce the flow of dispositions going into the suspense file from the current 50% to 30% in the first year, 20% the second year and less than



15% in the third year. The second goal is to reduce the size of the existing suspense file by 50% in the first year and 90% the second year.

OT Analysis: This initiative meets IT criteria for funding.

SMALL AGENCY INFRASTRUCTURE: CONTINUED FUNDING

The projects in this section received funding through the Office of Technology's Small Agency Infrastructure appropriation from the Laws of 1999, Chapter 250, Article 1, Section 12, Subdivision 3(c). That legislation provided one-time funding. These requests seek the ongoing costs associated with those projects so that current level services are maintained and the state's investment is protected.

Animal Health Board SMALL AGENCY INFRASTRUCTURE Governor's Recommendation: \$330,000

Description: With the FY 2000-01 funding, the Board enhanced technology operations, increased employee productivity, offered public access to information pertaining to the Board by developing a web page, and provided reliable electronic communications between staff based in different locations in Minnesota. This initiative will allow the Board to secure on-going funding for an Information Technology Specialist position.

Results: Supports current applications and hardware, as well as the ability to provide its customers and business partners with round-the-clock electronic government services and access to critical data. In addition, data base applications will be used to track interstate and intrastate movement of livestock and to analyze the epidemiology of animal diseases.

OT Analysis: This initiative meets IT criteria for funding.

Capitol Area Architect (CAAPB) TECHNOLOGY/LAN COSTS Governor's Recommendation: \$40,000

Description: Covers the Local Area Network (LAN) charges and replaces and upgrades

hardware and software. Any remaining funding will be used to assess the CAAPB's current technical systems for compatibility with the State's Electronic Government Services (EGS).

Results: Allows the CAAPB to maintain a current web site where the public can access the Minnesota Capitol Area's historical data. Maintains the CAAPB's general office systems.

OT Analysis: This initiative meets IT criteria for funding in maintaining and upgrading the CAAPB LAN.

Crime Victims Ombudsman MAINTAIN TECHNOLOGY INFRASTRUCTURE Governor's Recommendation: \$16,000

Description: Original funding was used to purchase IT services, software and training. This initiative would maintain and develop this new infrastructure investment. Completes web training, designing, planning and development. Allows the Office to evaluate functionality and workload and revise and enhance the web site as appropriate to meet citizens' needs.

Results: Improves access to information for crime victims, criminal justice professionals, legislators, and other interested parties. Allows the Office to maintain current services.

OT Analysis: This initiative meets IT criteria for funding.

Gambling Control Board COMPUTER MAINTENANCE & INFRASTRUCTURE Governor's Recommendation: \$100,000

Description: Funds ongoing maintenance and infrastructure necessary to allow the agency to continue to provide web-based services and to keep current on hardware and software upgrades.

Results: Allows the Board to continue its web-based services for clientele and the general public.

OT Analysis: This initiative meets IT criteria for funding.



Human Rights

HARDWARE/SOFTWARE REPLACEMENT PLAN

Governor's Recommendation: \$112,000

Description: Replaces hardware and upgrades software, implements systems enhancements and off-site recovery testing. It makes minor enhancements in both report generation and the MDHR website.

Results: Enables MDHR to meet the minimum requirement in maintaining its information resource infrastructure to provide uninterrupted efficient services to both the public and business communities.

OT Analysis: This initiative meets IT criteria for funding to support existing technology infrastructure.

Mediation Services Bureau

TECHNOLOGY INFRASTRUCTURE SUPPORT

Governor's Recommendation: \$58,000

Description: Provides base funding for lifecycle maintenance, upgrades and replacement essential to maintain MSB's technological systems and to avoid the future need for a large, one-time expense to replace the entire system. Current funding was used to develop and support the MSB's basic technological capacity by enabling them to upgrade or replace existing technology and provided some system maintenance and support. To maintain this investment MSB proposes to upgrade equipment and software as needed and procure technical and support services needed for system maintenance.

Results: Enables the agency to maintain its current service level.

OT Analysis: This initiative meets IT criteria for funding in supporting technology infrastructure.

Mental Health and Mental Retardation Ombudsman

IT MAINTENANCE

Governor's Recommendation: \$36,000

Description: Permits the agency to maintain a basic level of technology and information systems, and is needed to achieve the operational, advocacy, and information functions of the agency.

Results: Maintains the availability of information about the agency's work to citizens, providers, and policy makers. It would provide staff with adequate and appropriate computers, software, tools, and training to meet the requirements of their tasks and responsibilities.

OT Analysis: This initiative meets IT criteria for funding in maintaining existing infrastructure.

Tax Court

TECHNOLOGY SUPPORT & MAINTENANCE

Governor's Recommendation: \$94,000

Description: Ongoing maintenance and support of current information resource activities. Tax Court recently completed implementation of a state of the art Case Management System (CMS) and other information systems. Current infrastructure allows for electronic communications within the court and externally with customers, saving time and money. This increased capability provides up-to-date information critical to taxpayers and staff.

Results: Maintains and supports the level of service developed in the current biennium so that the Court can continue to provide the highest level of service to petitioners, appellants, attorneys, district court personnel and the general public. In addition, the Court will be able to continue training staff so they can fully utilize the information resources currently available.

OT Analysis: This initiative meets IT criteria for funding.

CONSTITUTIONAL OFFICER'S REQUESTS

The Governor respects the separation of powers and the desire of officials in the judicial and legislative branches and other constitutional officers to independently present their budget request directly to the legislature without specific recommendations from the Governor.



The Governor's general recommendations for the legislature and constitutional officers reflect dedication to the effective use of technology to increase government efficiency and effectiveness in providing public services. Therefore, the Governor has recommended \$4.5 million, divided proportionately between the constitutional officers.

The following are the technology items submitted by these independent offices and are included with no further recommendation.

**Attorney General
INFORMATION TECHNOLOGY BUDGET
REQUEST**

Agency Request: \$1.766 million

Focuses on maintaining and upgrading existing information systems. The Attorney General's Office has completed development of its network, which has ensured greater effectiveness in providing legal services to its clients. In order to maintain that system, the AGO needs to upgrade both hardware and software on a regular basis. The intent of these upgrades is to make the office more accessible to clients and citizens. Likewise, the enhancement of their system infrastructure will greatly improve AGO outreach to and interaction with Minnesota's citizens.

OT Analysis: This initiative meets IT criteria for funding. Funding would provide necessary upgrades and research to protect system functionality.

**Secretary of State
REVISED ARTICLE 9 UCC
Agency Request:** \$2.36 million

Ongoing costs associated with a statewide filing and retrieval system for Revised Article 9 of the Uniform Commercial Code (UCC), a uniform law revision now adopted in 28 states. The funding will cover salaries, space, equipment, ongoing maintenance and license costs, postage, phones, supplies, and a disaster recovery plan.

OT Analysis: This initiative meets IT criteria for funding.

**STATE AUDITOR
INFORMATION TECHNOLOGY STAFFING
Agency Request: \$155,000**

Additional IT Specialist to address the multiple uses of technology within the Office of the State Auditor. The current administrator cannot meet the needs of the Office's 145 staff members, and the additional position will reduce the Office's reliance on contractual technical services.

OT Analysis: This initiative meets IT criteria for funding.

**State Treasurer
ELECTRONIC FINANCIAL TRANSACTIONS
Agency Request: \$150,000**

Continues the "EGS - Electronic Financial Transaction Initiative" for which the Office was provided a one-time appropriation of \$75,000 in FY 2000-01. The new funding will be used to help smaller agencies connect to the state's secure electronic financial transaction (EFT) infrastructure. Small agencies will then be able to give Minnesota citizens and businesses the ability to electronically purchase permits and licenses, and electronically pay fees and taxes through commercially available communication channels such as the Internet and the telephone.

OT Analysis: This initiative meets IT criteria for funding. Development needs to occur in collaboration with statewide EGS efforts.

THE COURT'S REQUESTS

The Governor made no funding recommendation for the following projects:

**Public Defense Board
STATEWIDE CONNECTIONS PROJECT
Agency Request: \$1.291 million**

Funds three activities: 1) secure file servers in various offices across the state, 2) hire seven local area network administrators for the district public defender offices to provide systems support to the agency staff, and 3) make reprogramming changes to allow the necessary



interface with the CriMNet information architecture.

OT Analysis: This initiative meets IT criteria for funding.

Supreme Court

MNCIS/CRIMNET

Agency Request: \$20 million

Note: As described earlier in this book, the Governor recommended \$15 million for this project under the department of Administration. The additional \$5 million requested by the Court is recommended by the Governor for the 2004-05 biennium.

Completes a significant portion of the implementation of the new MN Court Information System (MNCIS). The system will support core business functions for the adjudication function of state government, including case management, record keeping, scheduling, financial management and reporting. Information collected will be used within the courts and with other agencies in the criminal justice community. It will utilize the CriMNet integration enterprise architecture that is being developed for state and local criminal juvenile justice information systems.

OT Analysis: This initiative meets IT criteria for funding. The initiative will modernize the way courts do business. The CriMNet initiative is a large and complex undertaking, including state, county, city and local government. Standards must be developed and strongly adhered to.

Inventory Summary



INFORMATION & COMMUNICATION SYSTEMS INVENTORY SUMMARY

MANDATED REPORTS

Both the departments of Administration and Finance were required by law to submit an information technology initiative summary and an inventory to the 2001 legislature.

Laws of 1999, Article 1, Section 14, Subd. 3, states: "The department [of Finance] shall prepare a separate budget book for the biennium beginning July 1, 2001, containing all of the administration's technology initiatives. The book must also include a complete inventory of state-owned and leased technology, along with a projected replacement schedule. The inventory must include information on how the technology fits into the state's master plan."

The Office of Technology is required in Minnesota Statutes 16E.04, Subd 2(g) to conduct a comprehensive review of information systems at least every three years. The last report was completed in 1997. OT believes that the intent of M.S. 16E.04, Subd 2(g) is for the Office to assist state agencies and the legislature in maximizing technology investments across the enterprise. Since 1997, several planning and information resource management practices were institutionalized - providing the legislature with much more information concerning technology investments than ever before.

The majority of this section will illustrate how OT's different requirements and reports provide both the executive and legislative branches with information necessary to make informed technology decisions.

The 2000 Systems Inventory is well over 100 pages long and is not reproduced in this report. It is available at <http://www.ot.state.mn.us>.

In response to OT's request for updated systems inventory information over 100 agencies reported on over 1,300 information and communication systems. Combined with SIRMPs, agency budget reviews and the EGS assessment, the inventory data provides the Office with valuable information for making technology recommendations.

INVENTORY INFORMATION AND IT RECOMMENDATIONS

The primary use for the inventory information is to make informed decisions about future technology and communication systems funding. Inventory information relates explicitly to state agency IT budget management, Strategic Information Management Plan (SIRIMP) development and EGS readiness.

State Agency IT Budget Management

OT is statutorily charged in M.S. 16E.01, Subd 3 with reviewing information systems budget proposals and with establishing methodology and review criteria for evaluating proposals. The purpose of the review is to assist the governor and the legislature in prioritizing requests concerning IT investment strategies.

OT is responsible for a wide range of budget and contract management activities that are used to make sound enterprise-wide investment decisions. Core activities associated with contract and budget management include:

- manage the review and approval of IT Requests for Proposal (RFP) and Statements of Work (SOW)
- review agency technology budget requests and make recommendations about which investments to pursue
- state IT contract management
- coordinate and review state agency SIRMPs
- IT certification reviews
- conduct a comprehensive inventory of information and communication systems

Strategic Information Resource Management Plans

OT requires that agencies develop a SIRMP to assess the current state of information resources, define a vision of where the agency could be in the future, and then to develop a plan to realize that vision. These plans take a view the state's entire enterprise and links activities to the business strategies of each agency as a whole. Each agency must have completed a SIRMP before they could submit an initiative for new technology funding. This year, over 60 SIRMPs were submitted to OT.

SIRMPs compel agencies to align technology projects with agency goals through their business



plans. OT recognizes that aligning business process with available technologies allows agencies to make the most out of technology investments. Instead of automating business "the way it's always been done", agencies must consider how technology enables them to improve business processes, deliver service to citizens, and facilitate easier business transactions.

EGS Assessment Report

This past summer OT conducted an assessment of the Electronic Government Services (EGS) readiness of the 23 largest agencies. This assessment provided both an agency-by-agency and enterprise view, identifying gaps and areas of duplication that will help lay out future directions and budget strategies.

Included in the assessment:

- Network Infrastructure
- Application Health
- Organization and IRM Maturity
- EGS Maturity

This report also:

- Establishes Agency and Enterprise models for assessment
- Provides tools/templates for assessing each component
- Reviews/assesses using existing materials
- Develops scorecards for each Agency and the Enterprise
- Provides final report including scorecards, findings, recommendations
- Provides an approach for maintaining (updating) assessment data

OTHER IMPACTS OF THE INVENTORY DATA

As we have seen the inventory information combined with other tools provides OT with a powerful toolbox full of information to guide their IT initiative recommendations. But the inventory has other uses as well.

Procurement and Policy and Design

As part of the budget review process, the Office looks for opportunities to aggregate hardware and software purchases across all agencies. Proper aggregation will substantially reduce the cost of those purchases through volume discount buying. One estimate projects that the enterprise could potentially save up to \$1.2 million between

January and June 2001 through volume discounts if (1) desktop configurations could be narrowed to a predefined set, and (2) a vendor agreement could be reached.

Standardization

As the enterprise-wide discussion continues regarding the benefits of standards and a common technology framework, OT will look for opportunities to standardize hardware and software purchases (desktops, tools, training and methodology) to the greatest extent possible so that the benefits of a common architecture are realized.

Enterprise Architecture

An Information Technology Architecture (ITA) provides the technical foundation for an efficient IT strategy. Specifically an IT architecture defines the components or building blocks that make up the overall information system. It provides a blueprint from which systems can be developed and maintained that work together.

ITA emphasizes commonality, interoperability, and a significant reduction in the prevalence of stovepipe solutions in favor of an integrated suite of business applications sharing a common data environment. The State's ITA will be accomplished through the adoption and implementation of principles and standards that guide technology decisions and IT procurements.

An architecture is a prudent management tool that will help ensure that IT is responsive to State business requirements. It will help the enterprise achieve technology goals and objectives cost-effectively by providing the basis for enterprise-wide coordination of IT activities, and a set of standards and common technical services that will foster interoperability and information sharing, while lowering total cost of ownership. In particular, the architecture will promote such benefits as broad access to information, efficient re-use of IT components and solutions, and effective state management of IT support.

The Systems Inventory will help guide ITA planning by allowing the Office to identify widespread business system functionality and integrate that targeted functionality into an enterprise Information Technology Architecture. For example, some initiatives will indicate the need for processing secure financial transactions. The inventory provides a mechanism for



identifying duplicative initiatives that should benefit from a reusable component-based architecture, and provides valuable information for coordinating and communicating opportunities between agencies.

The inventory is an instrument that assists in the discovery of:

- common business functionality that should benefit from aggregation
- business functions that require the most immediate attention
- previous technology investments that were developed by, or for, a specific agency which can be leveraged as part of the ITA and ported to other agencies for a fraction of the cost
- "quick hit" opportunities (reasonably low-cost opportunities that can be capitalized on quickly)
- EGS initiatives that can benefit from common components (payment engine, security, etc)

Technology Enterprise Management

IT investments are among the most expensive, most complex, and often times most short-lived undertakings in state government. This includes voice, data and video service delivery. As technology continues to change and improve, there is greater demand on governments everywhere to employ adaptive funding and oversight mechanisms for IT initiatives. OT will provide project management and policy implementation. However, creative alternative funding mechanisms for IT can be provided through the proposed Technology Enterprise Fund, or TEF. Overall management of these projects and policies, as well as the strategic plans and initiatives of major undertakings such as MnNET and Connecting Minnesota will be reviewed by a public-private board referred to as a Technology Enterprise Board. Its function will be to advise OT, the Governor, executive branch agencies and the Legislature on the state's overall IT and telecommunications network.

COMPLETE INVENTORY OF STATE TECHNOLOGY

The complete inventory can be found at: <http://www.ot.state.mn.us>. The expected replacement schedule for systems is 2 to 3 years

for small systems and 10 or more years for large system.

INVENTORY INTERFACE WITH THE STATE'S MASTER PLAN

The inventory plays a key role in the implementation of the state's master plan. The inventory details how many systems the state has and what type of hardware and software is used. This information can then be used to develop the state's IT architecture. The architecture emphasizes commonality and interoperability. The inventory tells us where the opportunities and gaps lie. It leads us to an understanding of what systems, hardware and software is most common and what it will take to move the state closer to the goal of standardization and commonality so that we can better talk to each other and eliminate redundant systems.